

**CORRELATION ANALYSIS OF ATTITUDE, MOTIVATION, JOB  
SATISFACTION, AND ORGANIZATIONAL CULTURE TO THE PERFORMANCE  
OF MEKAR SAI COOPERATIVE EMPLOYEES**

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**Abstract :** *This study aims to test and analyze the correlation of attitudes, motivation, satisfaction, and organizational culture on the performance of employees of KSP Mekar Sai Bandar Lampung. This study is quantitative research with the subjects are employees of KSP Mekar Sai, and the population is 38 employees of KSP Mekar Sai. Based on the four independent variables studied, three variables are weak correlation between each variable Attitude, Satisfaction, and Organizational Culture on the Employee Performance of KSP Mekar Sai. There is a correlation between Attitudes to the Performance as indicated by the Spearman correlation coefficient and Kendall's correlation coefficient of 0.397. There is a weak correlation between motivation and performance of KSP Mekar Sai employees by Spearman's correlation coefficient of -0.168 and Kendall's correlation coefficient of -0.166. The correlation coefficient is negative, it means that if employee motivation increases, the resulting performance decreases. There is a very weak correlation between job satisfaction and performance, as indicated by the Spearman correlation coefficient and Kendall's correlation coefficient of 0.00. There is a weak correlation between Organizational Culture and Performance as indicated by the Spearman correlation coefficient of 0.260 and Kendall's correlation coefficient of 0.257. The results of this study are a momentary assessment when the research is carried out so that research results can change for different situations and conditions if carried out by other researchers.*

**Keywords:** *attitude, motivation, satisfaction, organizational culture, performance*

## **1. Introduction**

Economic actors in Indonesia consist of individuals, business entities, state-owned enterprises (BUMN), and cooperatives (Wibowo & Putra, 2016). A Cooperative is a business entity consisting of individuals or cooperative legal entities based on their activities based on the cooperative principle as well as a people's economic movement based on the principle of kinship, (article 1 paragraph 1 of Law No. 25 of 1992). The performance of the Mekar Sai Savings and Loans Cooperative (KSP) from the aspect of the number of members as of December 31, 2020, there were 18,851 people spread over 598 work units, (Book of Accountability Reports for the Management of the Financial Year 2020).

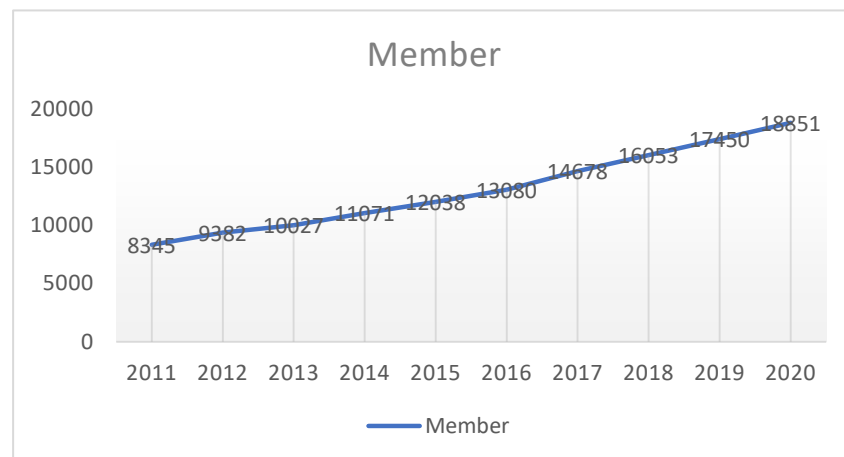


Figure 1 Mekar Sai's Member Growth Chart 2011-2020

During the Covid-19 pandemic that hit Indonesia, Lampung province was no exception, the Accountability Report of the Management for the 2020 Financial Year, KSP Mekar Sai has assets of IDR 588,119,311,840, non-share deposits of IDR 474,439,048,419, stock deposits owned by members of IDR 90,357. 850,979, outstanding loans of Rp. 379,777,929,868, income of Rp. 54,661,162,463, net SHU of Rp. 3,169,456,287, a general reserve fund of Rp. 9,540,145,325, and has a risk reserve fund of Rp. 3,511,475,306, (Report on the Accountability of Management for Fiscal Year 2020).

Table 1. Number of Members, Assets, Employees, Income, Borrowing Members and NPL of Mekar Sai on 2011-2020

| No. | Aspect           | 2011         | 2012         | 2013         | 2014         | 2015         | 2016         | 2017         | 2018         | 2019         | 2020         |
|-----|------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 1   | Member           | 8345         | 9382         | 10027        | 11071        | 12038        | 13080        | 14678        | 16053        | 17450        | 18851        |
| 2   | Asset            | Rp<br>135.3M | Rp<br>182.4M | Rp<br>219.3M | Rp<br>254.6M | Rp<br>293.8M | Rp<br>364.2M | Rp<br>431.9M | Rp<br>510.4M | Rp<br>577.2M | Rp<br>588.1M |
| 3   | Employee         | 20           | 21           | 22           | 21           | 23           | 23           | 22           | 31           | 35           | 38           |
| 4   | Income           | Rp<br>18.5M  | Rp<br>23.4M  | Rp<br>28.8M  | Rp<br>34.0M  | Rp<br>37.5M  | Rp<br>41.7M  | Rp<br>46.9M  | Rp<br>53.1M  | Rp<br>58.7M  | Rp<br>54.6M  |
| 5   | Borrowing member | 4000         | 4055         | 4550         | 5249         | 5306         | 5424         | 5910         | 6239         | 6673         | 6932         |
| 6   | NPL              | 2.50%        | 2.55%        | 2.54%        | 2.50%        | 2.50%        | 2.59%        | 2.58%        | 2.55%        | 2.54%        | 2.69%        |

Source: Manager of Mekar Sai

The number of members of KSP Mekar Sai in the last ten years 2011-2020 experienced an average increase of 9.49%. Classification of members based on age, 40 years as much as 37.17% and age > 40 years as much as 62.83%. Mekar Sai's KSP assets experienced an average growth from 2011-2020 of 18.02%. From the management side, KSP Mekar Sai employees in the 2011-2020 period also experienced an average increase of 8.09%. The number of management personnel of KSP Mekar Sai as of December 31, 2020, was 38 people, consisting of 1 manager; 2 deputies, namely the Deputy for OK (Organization and Institutional) and the Deputy for Human Resources (Human Resources); 3 division heads, namely the Head of the Finance and Information Technology Division, the Head of the Service and General Affairs Division, and the Head of the Business Division; 2 Information Technology staff; 5 Finance staff; 4 Service staff; 2 general staff; 12 business staff; 2 security

outsourcers; 1 person outsourcing driver; 1 person cleaning service outsourcing; and 3 part-time employees. The ratio of the number of employees to members of KSP Mekar Sai is 1:497 in 2020, (Fiscal Year Supervisory Report 2020).

In 2020, an audit of the financial performance and health assessment of KSP Mekar Sai. The results of the assessment/audit of the public accounting firm Hendro, Bussroni, Alamsyah (HBA) in March 2020 as outlined in the Opinion Number document: 00007/2.1108/AU.2/09/1644-1/1/II/2020 with a WDP (Fair) opinion With Exceptions), (KSP Mekar Sai Supervisor). The results of the performance assessment/health level of KSP Mekar Sai were conducted by the Cooperatives, Small and Medium Enterprises Office of Lampung Province as outlined in Decree Number: 13/V.15/WAS.1/IX/2020 dated 7 September 2020, Dinas Cooperatives and SMEs of Lampung Province were assessed with the title "Sufficiently Healthy", (KSP Supervisor Mekar Sai). Previous research conducted by the author with the title "KSP Mekar Sai Performance Analysis based on the Balanced Scorecard" was presented at the IBI Darmajaya National Seminar on August 19, 2021, with the following results. a) Mekar Sai's performance score from a financial perspective is 95.52% (Good). b) Mekar Sai's performance score from the perspective of the customer (cooperative member/owner) is 86.40% (Good). c) Mekar Sai's KSP performance score in the internal business process perspective is 98.33% (Good). d) Mekar Sai's KSP performance score in the perspective of learning and growth is 87.00% (Good).

Savings and Loans Cooperative (KSP) Mekar Sai Bandar Lampung as one of the economic actors has a legal entity Number: 017/BH/KDK.7.4/IV/1999 which is located at Jalan Ir. H. Juanda No. 75, Enggal, Bandar Lampung, Lampung and has service units spread across five offices, (KSP Mekar Sai Articles of Association). Membership at the beginning was limited to employees of the Xaverius Foundation and employees of other ecclesiastical institutions separated by the Management. Born out of concern for the welfare of the teachers and their employees, the Xaverius Foundation Lampung on January 27, 1992, in the Principal's Meeting decided to choose cooperatives as a solution to help teachers and improve the welfare of their employees. The choice and declaration of this cooperative have gone through a broad and deep agreement and KSP Mekar Sai was born with the number of members at the time of its inception as many as 326 people and an initial capital of Rp. 2,282,000 served by 2 employees, (History Book of 25 Years of KSP Mekar Sai).

Over time, KSP Mekar Sai experienced very rapid growth, from the aspect of the number of members as of December 31, 2020, there were 18,851 people spread over 598 work units, (Book of Accountability Reports for the Management of the Financial Year 2020). The growth of members from 326 to 18,851 people and assets from Rp. 2,282,000 to Rp. 588.199 billion shows that for the past 29 years, KSP Mekar Sai has been managed by Management, Supervisors, and Managers who have commitment, prudence, and honesty. It is also supported by attitudes, work motivation, organizational culture, and employee job satisfaction so that KSP Mekar Sai has experienced significant growth in the number of members and assets. Based on the background and current development conditions of KSP Mekar Sai, researchers are interested in conducting a study entitled "Analysis of the Correlation of Attitudes, Motivation, Job Satisfaction, and Organizational Culture on Employee Performance of Ksp Mekar Sai".

*The Purposes* of this research are: 1) examine and analyze the correlation of work attitudes on the performance of employees of KSP Mekar Sai Bandar Lampung. 2) Examine and analyze the correlation of work motivation on the performance of employees of KSP

Mekar Sai Bandar Lampung. 3) Examine and analyze the correlation of job satisfaction on the performance of employees of KSP Mekar Sai Bandar Lampung. 4) Examine and analyze the correlation of organizational culture on the performance of employees of KSP Mekar Sai Bandar Lampung.

## **2. Literature Review And Hypothesis Development**

### *2.1 Definition and Purpose of Cooperative*

The term of cooperative comes from the English language, namely "cooperation", "co" means together while "operation" means an effort to achieve goals. Thus, etymologically, cooperatives can be interpreted as together to achieve goals (Rusli, 2017). A cooperative is a financial institution with a legal entity consisting of a group of people who have common interests. According to Muhammad Hatta, "cooperatives are a joint effort to improve the fate of economic livelihoods based on mutual assistance. The spirit of helping is driven by the desire to provide services to friends on a one-to-one basis and all for one". Cooperatives are the formation of a group of people who have a common goal where the formation of this cooperative is based on the principles of kinship and cooperation, especially to help its members who need assistance either in the form of goods or in the form of money loans (Permatasari & Dwiarti, 2016).

By-Law Number 25 of 1992 concerning Cooperatives, hereinafter referred to as the Cooperative Law, the definition of cooperatives is a business entity consisting of individuals or cooperative legal entities based on their activities based on cooperative principles as well as a people's economic movement based on the principle of kinship. Cooperatives are autonomous associations of people who unite voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise (Sarwoko, 2009). A Cooperative is an institution in which cooperation or joint activities are pursued by humans in a formal, long-term, intentional, and to that extent, specifically in the social field and especially in the economic field.

### *2.2. Work Attitude*

Work attitude is an action that will be taken by employees and obligations that must be carried out by responsibilities whose results are proportional to the efforts made. An attitude is a form of evaluation or reaction of feelings while a person's attitude towards an object is a feeling of support or partiality (favorable) or feelings of being unsupportive or impartial (unfavorable) on the object (Rismayadi & Maemunah, 2016). Attitude is a state of mental readiness that is learned and organized according to experience and causes a special influence on a person's reaction to people, objects, and situations with whom he relates (Riningrum & Widowati, 2016). The function of work attitude according to Katz in the (Pangumpia, 2013), namely the instrumental function or adjustment function or benefit function, ego defense function, value expression function, and knowledge function. According to (Andini, 2010), the factors that influence attitudes are personal experience, the influence of other people who are considered important, the influence of culture, mass media, educational institutions, and religious institutions, and emotional factors.

### *2.3. Work Motivation*

Motivation is the thing that causes, distributes, and supports human behavior so that they are willing to work hard and enthusiastically to achieve optimal results. (Purnama, 2008) means that "motivation has the same meaning as a motive, which is a driving force or incentive to do something". The inner or psychological atmosphere of a worker as an individual in the organization or company community that is his work environment has a very large influence on the implementation of his work. Motivation is closely related to people's behavior. Motivation exists because there is a desire to fulfill their needs. A person's efforts to meet needs become a driving factor for motivation. Regarding this motivation, it can be a guide for a manager to direct his impulses or behavior in the direction desired by the manager, namely achieving organizational goals. If motivation is high, then performance is also high and vice versa (Triany et al., 2022).

#### *2.4. Job Satisfaction*

According to (Trisnaningsih, 2007) job satisfaction is "an effectiveness or emotional response to various aspects of work". (Handayani & R, 2020) describe "job satisfaction is a set of employee feelings about whether or not their work is enjoyable". According to (Alfiyah, 2019) job satisfaction is "a general attitude towards a person's work that shows the difference between the number of awards workers receive and the amount they believe they should receive". Job satisfaction is an affective or emotional response to various aspects or aspects of one's work so that job satisfaction is not a single concept. A person can be relatively satisfied with one aspect of the job and dissatisfied with one or more other aspects. Job satisfaction is a (positive) attitude of workers towards their work, which arises based on an assessment of the work situation. The assessment can be carried out on one of the jobs, the assessment is carried out as a sense of appreciation in achieving one of the important values in the work. Satisfied employees prefer their work situation.

#### *2.5. Organizational Culture*

According to Siagian in (Koesmono, 2005), organizational culture refers to a system of shared meanings held by members that distinguish the company from other companies. On the other hand, organizational culture is also often interpreted as a basic philosophy that provides direction for employees and consumers. Based on these assumptions, the important thing that needs to be in the definition of organizational culture is a value system that is felt by everyone in the company. In addition to being understood, all levels believe that the value system is the foundation for the company's movement. Gibson et al. in (Trang, 2013) defines organizational culture as a unique system of values, beliefs, and norms, shared by members of an organization. Organizational culture can be a positive and negative force in achieving effective organizational performance. Kotter and Heskett in (Pangumpia, 2013) state that organizational culture is a value shared by members of the organization, which tends to shape group behavior. Values as an organizational culture tend to be invisible so it is difficult to change.

#### *2.5. Employee's Performance*

An organization is founded because it has a task that it wants and must achieve, as well as a corporate organization founded by a group of people because these people want to make business profits. In achieving organizational goals, organizational actors (organizational behavior) must be reflected of the behavior and attitudes of the actors in the organization. Performance comes from a verb which means what is done and activity. Performance is a

description of the level of achievement of the implementation of an activity or program or policy in realizing the goals, objectives, vision, and mission of the institution. A person's performance is a multiplication function between ability and motivation (Arianty, 2014). Performance is the result obtained by an organization both profit-oriented and non-profit oriented which is produced over a while. Performance is a description of the level of achievement of the implementation of an activity/program in realizing the goals, objectives, vision, and mission of the organization as stated in the formulation of the strategic plan (strategic planning) of an organization (Fahmi, 2013). Company performance is a goal to be achieved to obtain opportunities for companies to achieve success in the future. According to Kaplan in (Maringan et al., 2016), the results of the company's performance analysis are used by management as a reference for making decisions and evaluating the performance of management and related units within the company.

## *2.6. Previous Research*

The following are previous studies related to motivation, organizational culture, work attitudes, and satisfaction with employee performance:

- 1) Research conducted by (Novianti et al., 2015) entitled "The Influence of Organizational Culture and Work Motivation on Employee Performance with Job Satisfaction as an Intervening Variable (Study of Employees of PT. BPR Artha Mukti Santosa Semarang)" with the following results: 1) The organizational culture variable has a positive and significant influence on the job satisfaction variable. 2) The work motivation variable has a positive and significant effect on the job satisfaction variable. 3) Variables of organizational culture and work motivation, together (simultaneously) affect job satisfaction. 4) Job satisfaction variable has a positive influence on employee performance. 5) Organizational culture variable has a positive influence on employee performance. 6) The variable of work motivation has a positive influence on employee performance. 7) The variables of organizational culture, work motivation, and job satisfaction simultaneously (simultaneously) affect employee performance.

Research conducted by (Yudistira & Susanti, 2017) give the evidence the influence of work motivation and work culture on employee performance at the community and village empowerment service. Population Control and Family Planning in Pesisir Selatan Regency" with the following results: 1) Work motivation has a positive and significant effect on the performance of the employees of the Department of Community and Village Empowerment, Population Control and Family Planning in Pesisir Selatan Regency. 2) Work culture has a positive and significant effect on the performance of the employees of the Department of Community and Village Empowerment, Population Control and Family Planning in Pesisir Selatan Regency. 3) Work motivation and work culture influence and contribute to the performance of the employees of the Department of Community and Village Empowerment, Population Control and Family Planning in Pesisir Selatan Regency by 67.1%. Furthermore, (Handayani & R, 2020) documented evidence the effect of work motivation, work environment, work culture on employee performance at the Jember Regency Social Service. The study shows that work motivation has no significant effect on employee performance. This is because work motivation at the Social Service of Jember Regency has been formed. After all, most of the employees of the Social Service of Jember Regency have become civil servants. The results of the research on work environment variables prove that the work environment has a significant effect on employee performance. In line, the research conducted by (Nuszep, 2004) also empirical

proved the influence of work motivation and organizational culture on employee performance at pt. nusantara iii medan plantation. The finding, are: 1) There is a direct positive effect, the variable of work motivation on employee performance is 27.5% and there is a direct positive effect, the organizational culture variable on employee performance is 12.5%. 2) with simultaneous examined show a positive effect of work motivation variable ( $X_1$ ) and organizational culture ( $X_2$ ) on employee performance ( $Y$ ) of 49.8%, and 50.8% is influenced by other factors that cannot be explained in this study.

## 2.7. Framework

The following is the theoretical framework of correlation analysis to measure the relationship between the variables of attitude, motivation, satisfaction, and organizational culture on the performance of KSP Mekar Sai employees.

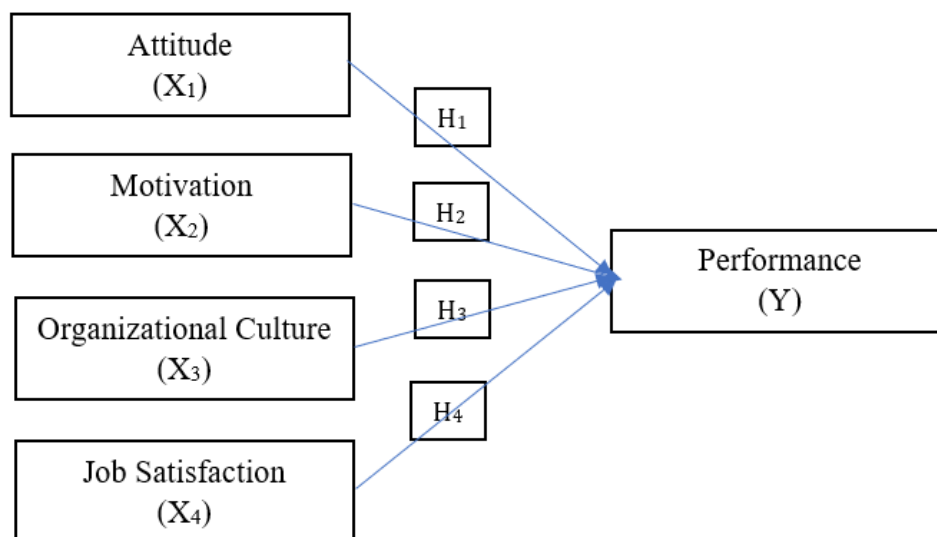


Figure 2. Research Framework

**Table 3** Research Gap

| No. | Research Title   | Authors                 | Relationship between variables  |
|-----|--|-------------------------|---|
| 1.  | The Influence of Organizational Culture, Motivation, and Job Satisfaction on Employee Performance at PT. PLN for South Kalimantan and Central Kalimantan | (Sulastri et al., 2017) | <ul style="list-style-type: none"> <li>- Organizational culture has no significant effect on job satisfaction.</li> <li>- Organizational culture has a significant effect on work motivation.</li> <li>- Organizational culture has a significant effect on performance.</li> </ul> |

|    |  |                  |   |
|----|--|------------------|---|
|    |  |                  | <ul style="list-style-type: none"> <li>- Work motivation has a significant effect on job satisfaction.</li> <li>- Work motivation has no significant effect on performance.</li> <li>- Job satisfaction has a significant effect on performance.</li> </ul>   |
| 2. | The Influence of Organizational Culture on Motivation and Job Satisfaction and Employee Performance in the Medium Scale Wood Processing Industry Sub-sector in East Java | (Koesmono, 2005) | <ul style="list-style-type: none"> <li>- Organizational culture has a positive effect on motivation.</li> <li>- Organizational culture has a positive effect on job satisfaction.</li> <li>- Motivation has a positive effect on job satisfaction.</li> <li>- Organizational culture has a positive effect on performance.</li> <li>- Motivation has a positive effect on performance.</li> <li>- Job satisfaction has a positive effect on performance.</li> </ul> |

### **3. Research Methodology**

#### *a. Types of research*

This type of research is quantitative research. Quantitative research is a research method that processes numbers and presents their interpretation (Karding, 2008).

The place of research was conducted at KSP Mekar Sai Bandar Lampung with the address at Jalan Ir. H. Juanda No. 75, Enggal, Bandar Lampung City, Lampung. Tel. (0721) 259212, Fax. (0729) 260750, email: [kopditmekarsai@yahoo.co.id](mailto:kopditmekarsai@yahoo.co.id), website: [www.mekarsai.org](http://www.mekarsai.org).

#### *b. Population and Sample*

The population is a generalization area consisting of objects or subjects that have certain qualities or characteristics determined by researchers to study and then draw conclusions, Sugiyono (2013). The population in this study were all employees of KSP Mekar Sai Bandar Lampung, totaling 38 people. The number of management personnel of KSP Mekar Sai as of December 31, 2020, was 38 people, consisting of 1 manager; 2 deputies, namely the Deputy for OK (Organization and Institutional) and the Deputy for Human Resources (Human Resources); 3 division heads, namely the Head of the Finance and Information Technology Division, the Head of the Service and General Affairs Division, and the Head of the Business Division; 2 Information Technology staff; 5 Finance staff; 4 Service staff; 2 general staff; 12 business staff; 2 security outsourcers; 1 person outsourcing driver; 1 person cleaning service

outsourcing; and 3 part-time employees. The 38 employees of KSP Mekar Sai Bandar Lampung will be respondents who are the population as well as the sample in this study. The subject of this research is the Manager and all employees of KSP Mekar Sai. The object of this research is the employees's performance of KSP Mekar Sai.

*c. Data source*

The source of data in this study comes from primary data. Primary data is data collected by the researcher directly from the first source in the form of a set of information obtained by the method of observation, interviews, and the use of closed structured questionnaires that ask respondents about the variables studied (Gupta, 2016). According to Sekaran (2017), primary data is data obtained from the first hand for subsequent analysis to find the problem under study.

In this study, the authors obtained primary data through questionnaires and interview lists to collect data from respondents. Data collected from the questionnaire instrument was given to all 38 employees to determine attitudes, motivation, job satisfaction, and organizational culture on employee performance at KSP Mekar Sai Bandar Lampung. The questionnaire used is a questionnaire with closed questions equipped with available answer categories, then respondents are asked to choose one answer from the list provided. The instrument in the form of an interview list was used to obtain information from the KSP Mekar Sai Manager.

*d. Research variables*

According to Sugiyono (2013), research variables are object attributes that have variations between one another. Meanwhile, according to Nasir in (Utami et al., 2014), variables are concepts that have various values. In correlation analysis, there are two variables defined, namely the independent variable (free) and the dependent variable (bound).

The independent variable (free) is the factor that becomes the main problem to be studied. An independent variable is a variable that affects other variables or causes or changes in another variable. The independent variable is a variable whose factors are measured, manipulated, or selected by the researcher to determine its relationship with an observed symptom, (Utami et al., 2021).

The dependent variable (bound) also called the criterion variable is a variable whose magnitude depends on the independent variable given and measured to determine whether there is an influence of the independent variable. The dependent variable is the variable that is influenced or becomes the result of the independent variable. The dependent variable is a variable whose factors are observed and measured to determine the effect caused by the independent variable, (Casella et al., 2006). In this study, there are 5 variables, namely 4 independent variables and 1 dependent variable. The four independent variables defined include Attitude ( $X_1$ ), Motivation ( $X_2$ ), Satisfaction ( $X_3$ ), Culture ( $X_4$ ) while the dependent variable defined is Performance ( $Y$ ).

*e. Variable Operational Definition*

Attitude is a tendency made by individuals in responding positively or negatively, liking or disliking objects or individuals or events or things in their environment. Work motivation is a force or drive that causes people/employees to behave in a certain way. Job satisfaction is the level of individual feelings, either positively or negatively about aspects of his work, in a certain environment. Organizational culture is a social glue that binds members of an

organization together to achieve organizational goals. Performance is the achievement of employees in carrying out their duties.

#### **4. Results And Discussions**

##### *1 Research Instrument Requirements Test*

*Validity Test.* According to (Pangumpia, 2013), based on the output of SPSS version 23, the result is that a valid question item is by comparing the p-value with  $= 0.05$ , if the p-value  $<$  then the question item is valid. The results of the analysis of the validity of the questions on the questionnaire measuring the attitude ( $X_1$ ) of employees showed that 20 questions were valid. The results of the analysis of the validity of the questions on the questionnaire measuring employee motivation ( $X_2$ ) showed that 20 questions were valid. The results of the analysis of the validity of the questions on the questionnaire measuring employee satisfaction ( $X_3$ ) showed that 20 questions were valid. The results of the analysis of the validity of the questions on the questionnaire measuring the Organizational Culture ( $X_4$ ) of employees showed that 25 questions were valid. The results of the analysis of the validity of the questions on the questionnaire measuring the performance (Y) of employees showed that 20 questions were valid.

*Reliability test.* A questionnaire (research instrument) is said reliable or reliable if a person's answer to the statement is consistent or stable from time to time. The reliability of a test refers to the degree of stability, consistency, predictability, and accuracy (Sugiono, 2013). According to Lefiani (2020), the basis for decision making in the reliability test is if the Cronbach's Alpha value is  $> 0.60$  then the questionnaire is declared reliable or consistent.

Table 4 Reliability Test Results

| <b>Variable</b>        | <b>Cronbach's Alpha Coefficient</b> | <b>Correlation coefficient <math>r</math></b> | <b>Interpretation</b> |
|------------------------|-------------------------------------|---|-----------------------|
| Attitude               | 0,850                               | 0,8000 – 1,0000                               | Very high reliability |
| Motivasi               | 0,835                               | 0,8000 – 1,0000                               | Very high reliability |
| Work satisfaction      | 0,828                               | 0,8000 – 1,0000                               | Very high reliability |
| Organizational culture | 0,943                               | 0,8000 – 1,0000                               | Very high reliability |
| Performance            | 0,925                               | 0,8000 – 1,0000                               | Very high reliability |

Source: Output SPSS

##### *4.2 Correlation Analysis of Attitude, Motivation, Job Satisfaction, and Organizational Culture on Employee Performance KSP Mekar Sai*

Correlation analysis is a statistical test that measures the closeness of the relationship between two variables.

Table 5 Criteria for Strength of Correlation

| Score       | Interpretation |
|-------------|----------------|
| 0,00 – 0,19 | Very weak      |
| 0,20 – 0,39 | Weak           |
| 0,40 – 0,59 | Adequate       |
| 0,60 – 0,79 | Strong         |
| 0,80 – 1,00 | Very strong    |

Source: Sugiyono, 2013

The following is a correlation test to see the association relationship between the Attitude variable ( $X_1$ ) on the Performance variable (Y).

$H_0$ : There is no correlation between Attitude and Performance variables

$H_1$ : There is a correlation between Attitude and Performance variables

Table 6 Attitude Correlation Test on Performance

| Variable                     | Correlation coefficient |                | p-value       |                |
|------------------------------|-------------------------|----------------|---------------|----------------|
|                              | Kendall's tau           | Spearman's rho | Kendall's tau | Spearman's rho |
| Work Attitude VS Performance | 0,397                   | 0,397          | 0,016         | 0,014          |

Source: Output SPSS

Based on the SPSS output, it appears that the statistical test using Kendall's test and Rank Spearman test, both are significant at  $\alpha = 0.05$ , which means reject  $H_0$ . Thus, based on Table 4.2, there is a correlation between the Attitude to Performance variables. The correlation value obtained is 0.397. Based on the criteria, the value is  $0.2 \leq \rho \leq 0.399$ , the correlation that occurs is weak. So, it is concluded that there is a correlation between the Attitude ( $X_1$ ) and the Performance (Y).

The following is a correlation test to see the association relationship between the Motivation ( $X_2$ ) and the Performance (Y).

$H_0$ : There is no correlation between motivation and performance variables

$H_1$ : There is a correlation between the variables of Motivation and Performance

Table 7 Test of the Correlation of Motivation on Performance

| Variable                  | Correlation coefficient |                | p-value       |                |
|---------------------------|-------------------------|----------------|---------------|----------------|
|                           | Kendall's tau           | Spearman's rho | Kendall's tau | Spearman's rho |
| Motivation VS Performance | -0,166                  | -0,168         | 0,306         | 0,313          |

Source: Output SPSS

Based on the SPSS output, it appears that the statistical test using the Kendall's test and the Spearman Rank test, both are not significant at  $\alpha = 0.05$ , which means they do not reject  $H_0$ . The correlation value obtained is -0.168. Based on the criteria in Table 4.2, with a value of 0.0-0.199, the correlation that occurs is very weak. In addition, the correlation coefficient is negative, which means that if motivation increases, performance decreases. So, it is concluded that there is a relationship between the Motivation variable ( $X_2$ ) and the Performance variable (Y) but the relationship is very weak.

The following is a correlation test to see the association of the Satisfaction variable ( $X_3$ ) to the Performance variable (Y).

$H_0$ : There is no correlation between the variables of Satisfaction and Performance

$H_1$ : There is a correlation between the variables of Satisfaction and Performance

Table 8 Correlation Test of Satisfaction on Performance

| Variable                        | Correlation coefficient |                | p-value       |                |
|---------------------------------|-------------------------|----------------|---------------|----------------|
|                                 | Kendall's tau           | Spearman's rho | Kendall's tau | Spearman's rho |
| Job Satisfaction VS Performance | 0,000                   | 0,000          | 1,000         | 1,000          |

Source: Output SPSS

Based on the SPSS output, it appears that the statistical test using the Kendall's test and the Spearman Rank test, both are not significant at  $\alpha = 0.05$ , which means they do not reject  $H_0$ . This is clarified by the correlation value obtained is 0.00. Thus, it is concluded that there is a very weak relationship between the Satisfaction variable ( $X_3$ ) and the Performance variable (Y).

The following is a correlation test to see the relationship between the Organizational Culture variable ( $X_4$ ) and the Performance variable (Y).

$H_0$ : There is no correlation between the variables of Organizational Culture and Performance

$H_1$ : There is a correlation between the variables of Organizational Culture and Performance

Table 9 Correlation Test of Organizational Culture on Performance

| Variable                  | Correlation coefficient |                | p-value       |                |
|---------------------------|-------------------------|----------------|---------------|----------------|
|                           | Kendall's tau           | Spearman's rho | Kendall's tau | Spearman's rho |
| Organizational Culture VS | 0,257                   | 0,260          | 0,114         | 0,115          |

Source: Output SPSS

Based on the SPSS output, it appears that the statistical test using the Kendall's test and the Spearman Rank test, both are not significant at  $\alpha = 0.05$ , which means they do not reject  $H_0$ . The correlation value obtained is 0.257. Based on the criteria in Table 4.2, the value is  $0.2 \leq p \leq 0.399$ , the correlation that occurs is weak. So, it is concluded that there is a relationship between the Organizational Culture variable ( $X_4$ ) and the Performance variable (Y) but the relationship is weak.

## 5. Conclusion

Based on the results of discussions and research on issues related to the performance of KSP Mekar Sai management, it can be concluded as follows:

1. There is a correlation between Attitude and Performance, which is indicated by a correlation coefficient of 0.397.
2. There is a correlation between motivation and performance with a correlation coefficient of -0.168, which is a very weak relationship. The correlation coefficient is negative, meaning that if employee motivation increases, the resulting performance decreases.
3. There is a very weak correlation between the variables of Satisfaction with Performance which is expressed by a correlation coefficient of 0.00.
4. There is a weak correlation between the variables of Organizational Culture on Performance which is expressed by a correlation coefficient of 0.257.

## Limitation And Study Forward

Based on the results of research on problems related to the performance of KSP Mekar Sai management, the following are some of the limitations that can be noted for improvement for further research:

1. The complexity of assessing the performance of KSP Mekar Sai employees is still a lot that has not been covered in this study. This is because the variables used to predict performance are only attitudes, motivation, satisfaction, and organizational culture, whereas many other variables can be better predictors, such as discipline, responsibility, leadership style, and level of education.
2. The results of this study are an instantaneous assessment when the research is carried out so that there can be changes in research results for different situations and conditions if carried out by other researchers. Thus, the results of this study may change along with the high dynamics of the variables studied and other variables that also influence changes in the environment.

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